

# **FSC/BOS Template**

## **General Information User Guide**

# General Information User Guide Contents

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# 1. General Information User Guide

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## 1.1 Introduction and Overview

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Recurring facility maintenance provided through Facility Support Contracts/Base Operations Support (FSC/BOS) accounted for over a billion dollars in Navy expenditures in FY02. This significant and growing percentage of the Navy budget highlights the importance of efficiently and effectively acquiring commercial services in a manner that provides clients with better services at less cost. To this end, NAVFAC has developed the FSC/BOS Template (Template) as a tool for achieving consistent high quality performance outcomes.

The Template is designed to improve the quality of contracted services by assisting activities in preparing better FSC acquisitions, including specifications and all associated supporting documentation. However, the Template is not a stand-alone document for contract preparation. Contact your local NAVFAC contracting office for guidance. Use of the Template in preparing your own acquisitions will allow you to better organize and present work requirements for both Contractors and contract administrators, incorporate new ideas and approaches to accomplish and inspect the work, and realize significant time and labor savings. Since improvement efforts are heavily dependent on input provided by users, you are encouraged to provide feedback to your NAVFAC representative.

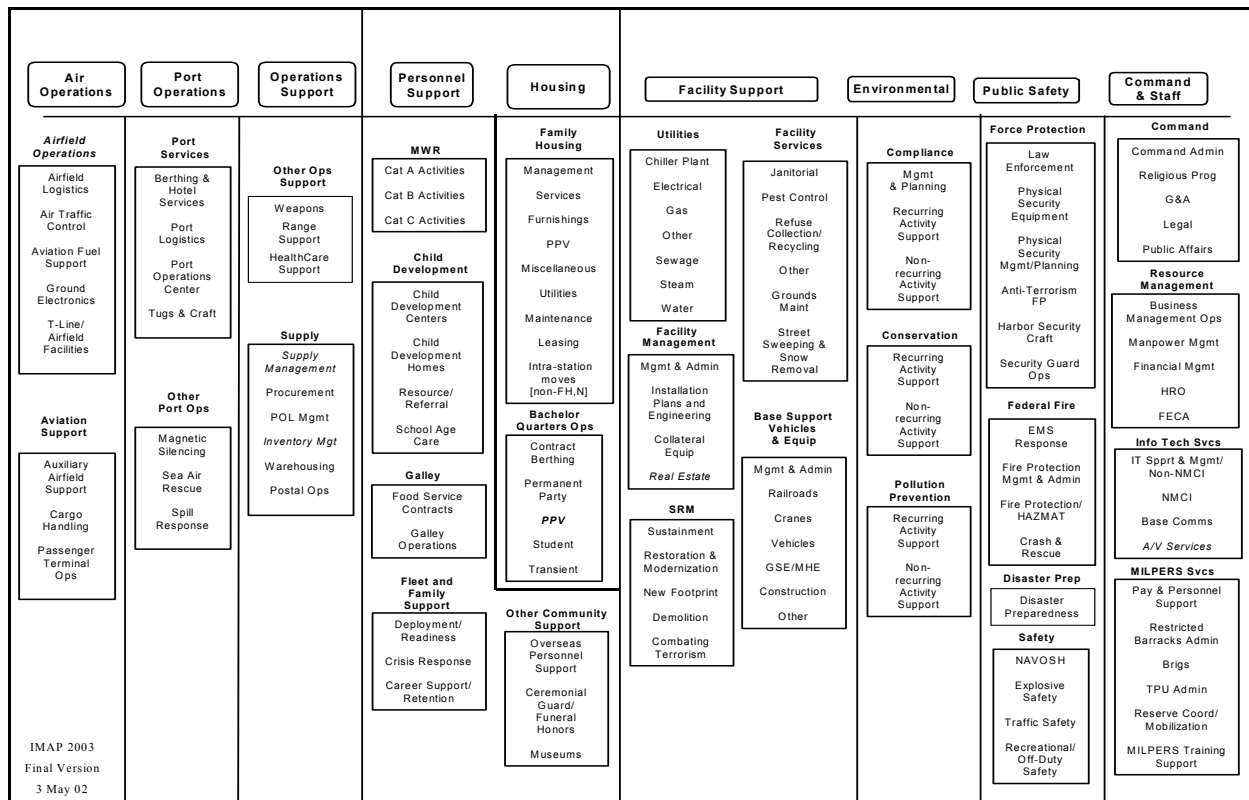
The Template is to be used for fixed-price negotiated procurements using source selection procedures. Key Template features are:

- Well-defined requirements
- Navy Installation Management Accounting Project (IMAP) consistent methodology
- Tabular format for improved information organization
- Application of performance-based contracting
- Tiered performance assessment
- Standard Annex Structure

**Well-Defined Requirements.** The Template facilitates a common understanding between clients, contracting offices and Contractors. Template structure organizes essential information for requirements generation, solicitation, contract award, and post-award performance assessment in a manner promoting uniformity and consistency. Where appropriate, OPNAV service levels have been incorporated. Such standardization should enable acquisition personnel to perform in a more efficient manner. Users are reminded that it is critical to tailor the application of this Template to the unique circumstances of their individual acquisitions, and this can only be accomplished through effective client communication and market research. Carefully reviewing the Template's standard elements early in the acquisition process will help to bring a more disciplined approach to subsequent client communications and market research.

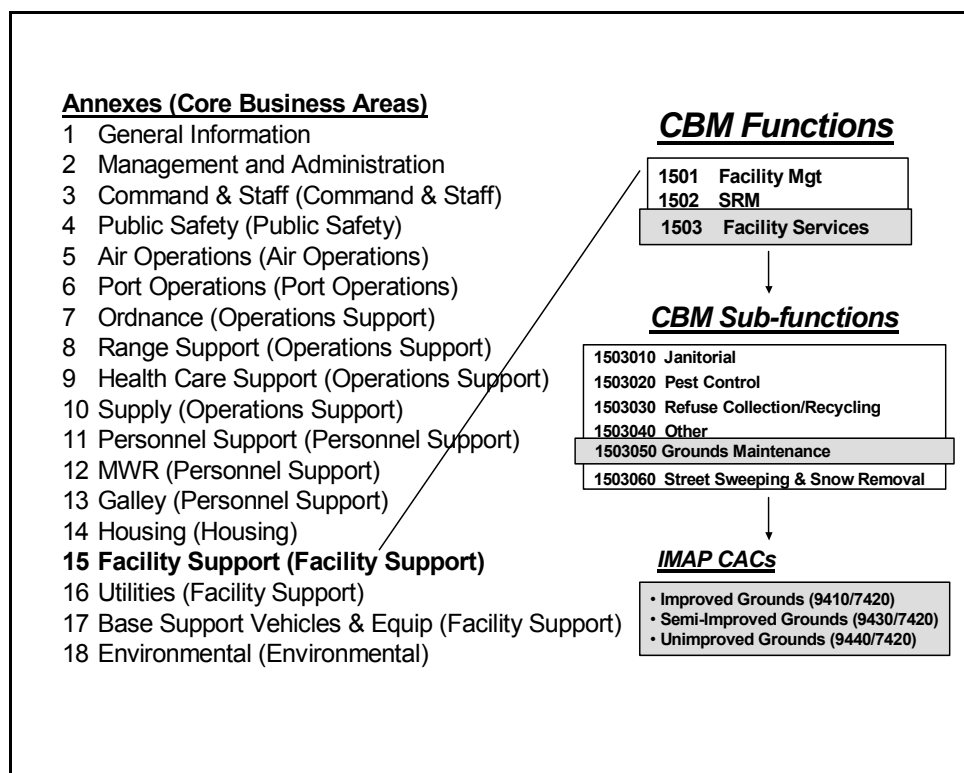
**IMAP Consistent Methodology.** Proper integration of budget, contracting, performance metrics, and payment processes has become a critical concern in federal acquisition, a top management objective of the President, and subject of numerous Federal, DoD and DoN directives. To achieve this objective will require structuring contracts in a manner that provides identification and tracking

of costs incurred, and funding provided, by each client and each line item of the contract. The IMAP Core Business Model (CBM) provides a useful framework for such restructuring. IMAP CBM contains nine core business areas, 29 functions and 124 sub-functions, all with discrete definitions, and tied to individual Cost Account Codes (CACs) for identification and tracking purposes as shown in Figure 1 below. Such a structure will comply with Defense Federal Acquisition Regulation Supplement (DFARS) 204.7103, which requires assignment of costs and processing of payments by fund source, and directly support NAVFAC efforts to achieve an integrated “end-to-end” contract and financial management process. Additionally, Exhibit Line Item Numbers (ELINs) are tied to IMAP/CAC accounting, where applicable. Collectively, these steps will facilitate capturing costs associated with individual contract tasks, and will be consistent with other related management efforts to track costs by task or job order, such as Activity Based Costing and Management (ABC/M).



**Figure 1. IMAP Core Business Model**

Figure 2 below shows how the CBM accounting functions, sub-functions, and CACs are aligned with the Template’s standard contract structure of 18 annexes. The Grounds Maintenance sub-function is shown as an example.



**Figure 2. Annex Alignment to IMAP**

**Tabular Format.** This standard format organizes essential elements of client requirements in a manner that promotes clarity and application of performance-based contracting. Data arranged in a table allows Template users to clearly differentiate and delineate specification elements such as performance objectives and standards, IMAP CACs, and other related information.

**Performance-Based Contracting.** The Performance Work Statement (Section C) portion of the Template includes distinct performance objectives and measurable standards. Supporting documents (e.g., Section E and Performance Assessment User Guide) address other necessary performance-based elements. In addition, consideration of both positive and negatives incentives should be considered. Positive incentives may include Award Option, Incentive or Award Fee. Award Option is the NAVFAC preferred positive incentive. Additional information is found in NAVFAC Memorandum 15 April 2002, AWARD-OPTION GUIDANCE. Negative incentives include the Section E provisions that provide a systematic approach for withholding payment or obtaining other consideration for services that do not fully meet performance requirements.

**Tiered Performance Assessment.** With the Government’s new focus on Contractor performance outcomes comes a corresponding change in the way we assess performance. Fundamentally this requires a shift from a prior focus on “Quality Assurance” processes to “Performance Assessment” of deliverables and outcomes against the contract’s well-defined performance standards (for more detail see the Performance Assessment User Guide). Additionally, the performance assessment

structure is tiered to allow limited resources to focus on those items that require more attention while properly managing overall performance risk.

**Standard Annex Structure.** The annex structure of the Template's PWS is comprised of 18 annexes. Note annexes shall not be renumbered. Annexes 1 and 2 are included in every contract and apply to all Annexes. Annexes 3 through 18 are technical annexes that may be used individually in a single-function contract or in combination with one another for a multi-function contract. Technical annexes that are not used when developing a contract will be indicated as "Not Applicable (N/A)" in Annex 1. The 18 annexes are:

Annex 1	General Information
Annex 2	Management and Administration
Annex 3	Command and Staff
Annex 4	Public Safety
Annex 5	Air Operations
Annex 6	Port Operations
Annex 7	Ordnance
Annex 8	Range Support
Annex 9	Health Care Support
Annex 10	Supply
Annex 11	Personnel Support
Annex 12	Morale, Welfare and Recreation Support
Annex 13	Galley
Annex 14	Housing
Annex 15	Facility Support
Annex 16	Utilities
Annex 17	Base Support Vehicles and Equipment (BSVE)
Annex 18	Environmental

## **1.2 FSC/BOS Template Elements**

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The Template provides elements that are unique to the implementation of IMAP-consistent and performance-based contracting approaches. The Template includes specifications and supporting documentation that supplement all other required contract regulation, policy and procedure as shown in Table 1.

Section	Title	Description
-	User Guides	Contains guidance concerning use of each template (e.g., Grounds Maintenance, BSVE, and Utilities).
C	Annex 1	This annex contains general information that is applicable to all annexes and sub-annexes. Every solicitation will include this annex.
C	Annex 2	This annex contains typical management and administrative requirements that are essential to performing the work. Every solicitation will include this annex.
C	Annexes 3 through 18	These annexes (and sub-annexes) contain technical specifications expressing expectations of the work.
E	Inspection and Acceptance	Section E contains provisions for use with performance assessment.
F	Deliveries or Performance	Sample Section F contains a summary list of data deliverables and reports. Where applicable, the annex or sub-annex includes a sample Section F that will be combined into one overall Section F.
J	List of Documents, Exhibits, and Other Attachments	Section J contains sample attachments that are located in Annexes 2 through 18.
L	Instructions, Conditions, and Notices to Offerors or Respondents	Section L contains FSC-specific evaluation factors for Technical Approach/Methods and Management. Sample technical questions are located with each annex and sub-annexes.
-	Performance Assessment User Guide	The Performance Assessment User Guide provides the framework for developing a comprehensive performance assessment plan.

**Table 1. Template Elements**

Users are encouraged to tailor the Template elements to the unique circumstances of their individual acquisitions. There are a number of things to keep in mind during the tailoring process:

1. Read this User Guide and the applicable annex or sub-annex User Guide.
2. Pay particular attention to the annotation <<Note to Spec Writer>>.
3. Delete, add, or modify as required, but avoid adding unnecessary “how to” requirements and management prescriptions.
4. When tailoring, be careful not to create conflicts or ambiguities.
5. Be sure ALL the individual elements are consistent and designed for the best overall outcome.

### 1.2.1 User Guides

A User Guide has been developed for each annex and sub-annex (e.g., Grounds Maintenance, Base Support Vehicles and Equipment, and Family Housing).

### 1.2.2 Annex 1

This annex contains general information that is applicable to all annexes and sub-annexes such as project location and partnering philosophy. It explains certain conventions that were adopted in the treatment of information found in the technical annexes such as the use of related information.

Table 2 provides a small extract of Annex 1 in tabular format.

Spec Item	Title	Description
1.3	Background Information	<<Note to Spec Writer: Insert Background Information as considered appropriate. Consider Location, Surrounding Communities, Description of Installations and Commands, Natural and Cultural Resources, etc.>>
1.4	Verification of Workload and Conditions	Throughout the PWS, the workload data is generally referred to as being located in Section J. Section J provides data such as maps, floor plans, and tables to represent the type, quantity and location of services to be provided. However, offerors are encouraged to visit the project site during the site visit for offerors and to visit the technical library during posted hours as part of its due diligence to assess the nature of work and conditions under which work is to be performed.

**Table 2. Sample Annex 1**

### 1.2.3 Annex 2

**Annex 2.** This annex contains typical management and administrative requirements applicable to all annexes and sub-annexes. It includes such things as definitions and acronyms, insurance requirements, and Government furnished property, materials and services. Table 3 provides a small extract of Annex 2 in tabular format.

Spec Item	Title	Description
2.3.1	Required Conferences and Meetings	The Contractor may be required to attend administrative and coordination meetings. The Contractor shall attend meetings as shown in <<Note to Spec Writer: Reference Appropriate Attachment>>.
2.3.2	Partnering	<<Note to Spec Writer: Incorporate any required partnering initiatives tailored to this specific specification. See NAVFAC Partnering instruction.>>

**Table 3. Sample Annex 2**



#### **1.2.4 Annexes 3 through 18**

These annexes (and sub-annexes) contain technical specifications expressing expectations of the work to be performed stated as performance objectives, related information and measurable performance standards. See annex and sub-annex User Guides (e.g., Grounds Maintenance, BSVE, and Family Housing) for additional information.

#### **1.2.5 Section E - Inspection and Acceptance**

Section E contains contractual clauses that identify performance assessment concepts the Government will use to assess Contractor performance. In addition to the FAR-required clauses of Section E, the Template provides one new provision and two revised clauses.

#### **GOVERNMENT PERFORMANCE ASSESSMENT (new provision pending NFAS approval)**

In accordance with FAR 52.246-4, INSPECTION OF SERVICES - FIXED PRICE clause, Section E, each phase of services rendered under this contract is subject to Government inspection, during the Contractor's operations and after completion of the tasks. The Government will employ a variety of inspection methods and frequencies in order to assess the degree to which all service deliverables conform to contract performance standards. The Government may vary these inspection methods/frequencies as dictated by actual performance status. The results of all inspections will be documented and submitted to the Government Performance Assessment Board for periodic review, as set forth in the Government's Performance Assessment Plan.

The Government's Performance Assessment Plan is not a substitute for Contractor quality control. Government Performance Assessment Representatives will regularly assess deliverables for conformance to contract performance objectives and standards. If a performance inconsistency is apparent in the basic service deliverable (e.g., slightly appearance of improved grounds), inspection will then be focused on component elements of the deliverable (e.g., mowing, edging). For any non-conformances identified at this level, assessment may then include review of Contractor material representations (e.g., Quality Management System).

Performance assessments will be used as input into any Award Option and/or Award/Incentive Fee decisions, the performance documentation requirements of FAR 42.15, and to substantiate any findings of non-conforming services in accordance with FAR 52.246-4.

Government performance assessment will also address any risks associated with future service deliverables. Current performance status, process outputs, trend data, and the material representations of the Contractor's technical proposal will all be considered as necessary in determining the likelihood of achieving required performance outcomes for deliverables that are not yet completed.

In the event the Government performance assessment indicates a high risk of future non-conforming services outcomes, the Contractor will be required to take pre-emptive/corrective action. The Contractor may receive reduced/negative performance evaluations until such time as quality control is restored and performance risks are mitigated.

Any non-conforming deliverables will be identified during periodic performance assessment meetings, and form the basis for price reduction or other consideration in

accordance with FAR 52.246-4. Any such adjustments will be processed by the Contracting Officer and result in a formal contract modification.

**5252.246-9303 CONSEQUENCES OF CONTRACTOR'S FAILURE TO PERFORM  
REQUIRED SERVICES (revised clause pending NFAS approval)**

The Contractor shall perform all of the contract requirements. The Government will inspect and assess Contractor performance in accordance with FAR 52.246-4, INSPECTION OF SERVICES - FIXED PRICE and the Section E provision entitled GOVERNMENT PERFORMANCE ASSESSMENT. The Government will require re-performance, withhold payment, or seek other suitable consideration for unsatisfactory or non-performed work. When defects can't be corrected by re-performance, the Government may reduce the price to reflect the reduced value of services performed.

(a) PROCEDURES. In the case of unsatisfactory or non-performed work, the Government:

(1) may give the Contractor written notice of observed deficiencies prior to withholding payment for unsatisfactory or non-performed work and/or assessing liquidated damages. Such written notice shall not be a prerequisite for withholding payment for non-performed work. The Government may specify, as provided for below, that liquidated damages can be assessed against the Contractor. Such liquidated damages are to compensate the Government for administrative costs and other expenses resulting from the unsatisfactory or non-performed work.

(2) may, at its option, allow the Contractor an opportunity to re-perform the unsatisfactory or non-performed work, at no additional cost to the Government. In the case of daily work, corrective action must be completed within \_\_\_\_\_ hours of notice to the Contractor. In the case of other work, corrective action must be completed within \_\_\_\_\_ hours of notice. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the value of all observed defects. The original inspection results of the Contractor's work will not be modified upon re-inspection. However, the Contractor will be paid for satisfactorily re-performed work.

(3) shall withhold from the Contractor's invoice all amounts associated with the unsatisfactory or non-performed work at the prices set out in the Schedule or provided by other provisions of this contract, unless the Contractor is required to re-perform and satisfactorily complete the work. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the value of all observed defects.

(4) may, at its option, perform the work by Government personnel or by other means. The Government will reduce the amount of payment to the Contractor, by the amount paid to any Government personnel (based on wages, retirement and fringe benefits) plus material, or by the actual costs incurred to accomplish the work by other means. If the actual costs cannot be readily determined, the prices set out in the Schedule will be used as the basis for the deduction. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the computed cost.

(b) The Contractor is responsible for maintaining an effective Quality Control Program during the course of the contract. Failure to maintain adequate quality control may result in Termination for Default.

(c) Re-performance by the Contractor does not waive the Government's right to terminate for nonperformance in accordance with FAR clause 52.249-8, DEFAULT (FIXED-PRICE SUPPLY AND SERVICE) of Section I and all other remedies for default as may be provided by law.

(d) When WATCHSTANDING SERVICES apply. If the Contractor fails to provide qualified personnel or allows any post to be unmanned for a total of \_\_\_\_\_ minutes in any shift, the Government may assign other persons to perform such work or withhold payment as specified below;

(1) When Watchstanding Services are performed by Government employees, withholdings shall be computed based on the current Federal Pay Schedule including wages, retirement and fringe benefits of the Government employees (civilian or military) who actually performed the work. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the computed cost.

(2) When non-performed Watchstanding Services are obtained under another contract, the Government will withhold an amount equal to the cost to the Government under that contract. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the cost.

(3) If no guard replacement is furnished by the Government and the work is not performed, the Government will withhold an amount equal to the cost to the Government of having a Government employee perform the work. In addition, the Government can assess liquidated damages, as referenced above, in the amount of \_\_\_\_\_ percent of the computed cost.

(4) The Contractor will be held liable for property losses sustained by the Government as a direct, consequential result of a failure to furnish the required personnel.

(5) Computations of the costs for Government employees to perform work not performed by the Contractor shall be in conformance with FAR 52.222-42, STATEMENT OF EQUIVALENT RATE FOR FEDERAL HIRES.

**5252.246-9304 ESTIMATING THE PRICE OF NONPERFORMED OR UNSATISFACTORY WORK (revised clause pending NFAS approval)**

In the event the price of non-performed or unsatisfactory work cannot be determined from the prices set out in the Schedule, or on the basis of the actual cost to the Government, estimating methods may be used to determine an amount which reflects the reduced value of services performed. The Government may estimate the cost using wage rates and fringe benefits included in the wage determinations included in the contract, Government estimates of the Contractor's overhead and profit rates, and Government estimates of material costs if applicable. Liquidated damages, to compensate the Government for administrative costs and other expenses resulting from the non-performed or unsatisfactory performance, will be calculated in accordance with the CONSEQUENCES OF CONTRACTOR'S FAILURE TO PERFORM REQUIRED WORK clause.

For more detailed information on performance assessment refer to the Performance Assessment User Guide.

### **1.2.6 Section F - Deliveries or Performance**

The Template provides a sample Section F that contains a summary list of data deliverables and reports delineated in Spec Item 2 of each specification. Where applicable the annex or sub-annex includes a sample Section F that will be combined into one overall Section F.

### **1.2.7 Section J – List of Documents, Exhibits, and Other Attachments**

Sample attachments are provided for each annex and sub-annex. These sample attachments contain information to help Contractors determine the scope of work to be performed, e.g., inventory lists, historical data and site maps and are labeled J-specification number-attachment number (two-digit number from 01 to 99). For example, the first attachment in the Grounds Maintenance Template is J-1503050-01.

Sample ELINs for firm fixed-price and IDIQ work are provided in J-0200000-07. The ELIN structure closely adheres to the guidance provided in NAVFAC Memorandum of 07 Mar 02, CONTRACT LINE ITEM RESTRUCTURING GUIDANCE.

The IDIQ ELIN structure includes the following columns: ELIN, CAC, short description title, and full description. The full description must address the work to be performed including completion times. The IDIQ ELIN structure facilitates the uploading of the IDIQ schedule into DoD EMALL. DoD EMALL is a web-based tool that allows clients to order pre-priced line items directly from the Contractor using their Government purchase card.

### **1.2.8 Section L - Instructions, Conditions, and Notices to Offerors or Respondents**

In a performance-based contract, the Government identifies “what” it requires (i.e., performance objectives and performance standards) and offerors propose the “how to” methods for accomplishing these requirements. Section L contains a clause entitled CONTENT OF PROPOSALS in which offerors are required to explain their proposed performance methods and associated costs. The following are FSC-specific evaluation factors consistent with current performance-based policy:

**Factor A: Technical Approach/Methods.** The offeror shall clearly demonstrate its understanding of and approach to accomplishing the complexity and magnitude of service requirements set forth in the performance objectives and standards of the Performance Work Statement. Each of the three components below must be tabbed in the technical proposal and discussed separately for each annex or sub-annex of the RFP.

- (1) Offerors shall describe the skills, techniques, equipment, supplies and other resources proposed for each specification item and sub-item, and detail how their approach will effectively achieve each performance objective and standard. This overall technical approach shall also address each of the questions identified in each annex or sub-annex.
- (2) As set forth in Section M, the Government places equal importance on the technical and cost aspects of this acquisition. Thus, without including any pricing data, the offerors shall detail how their approach proposed in component (1) above will achieve affordability of these on-going services (e.g., reductions in LOE, equipment, operating expenses, etc.) while mitigating performance risk.

- (3) Any ongoing FSC will encounter risks. Thus, offerors shall identify the risks they expect to encounter under the performance objectives and standards of this solicitation and how their technical approach and contingency plans will mitigate those risks. Failure by the offeror to identify risks, which are apparent to the Government evaluators, will result in a reduced rating for this factor.

**Factor B: Management.** The offeror shall clearly demonstrate a feasible approach for controlling and managing the entire project, including the interface between the major annexes and sub-annexes and the offeror's general management and administration structure. Key items to address shall include **[tailor to each acquisition, e.g., consistent with Annex 2, Spec Item 2, etc]**:

- a. Workforce Management. Lines of management authority, supervision, span of control, and accountability, including the relationship between overall management (corporate and on-site), administration, major annex area organizations, and subcontractors. Includes elements such as:
  - (1) Job descriptions, names, titles, qualifications, responsibilities, and authority level of key corporate and on-site personnel (e.g., project managers, superintendents, annex or sub-annex area managers, safety manager, quality manager, and environmental manager) proposed for use on this contract. Provide a succession plan for temporary (up to six consecutive weeks) and permanent replacement (beyond six consecutive weeks) of key personnel.
  - (2) Diagrams showing the proposed organization and workforce project management plan including overall level of effort identifying direct labor hours by trade assigned to major tasks (at least to the 2-digit level, e.g., Spec Item 3.1, Maintain Improved Grounds in the Grounds Maintenance sub-annex) in the proposed project plan. Provide a short rationale for the direct labor hours consistent with Factor A, Technical Approach above. Offeror to indicate number of productive hours per week or year for each full time and part time employee.
  - (3) Effective methods and procedures used to recruit and retain qualified personnel and managers on similar projects.
- b. Workload Management. Provide method for considering cost/performance tradeoffs for more effective/efficient use of resources throughout life of contract. Indicate plan to meet foreseeable fluctuations in workload (e.g., as dictated by climate changes), and for handling workload surges for IDIQ orders.
- c. Client Relationship Management. Describe your approach to maintaining effective communication with the Government, sharing knowledge, demonstrating a business-like concern for the client's interests, and facilitating program integration. Discuss any partnering or teaming techniques you already employ which are applicable to this contract.
- d. Subcontract Management. Provide proposed subcontractor selection and management processes to include: criteria used in awarding subcontracts; subcontractor management structure and the level of corporate oversight; processes that will be used to ensure consistent satisfactory performance of subcontractors; on-site subcontractor management with respect to work schedules, change order requests, and quality of work; review of subcontractor proposals for cost and schedule impacts prior to submission to the Government; measures

used by offeror to prevent labor violations and actions taken to resolve violations of the Service Contract Act and Davis-Bacon Act, if applicable.

- e. Quality. Provide a summary of the proposed Quality Management System, i.e., the quality processes (practices, resources, and activities) and minimum controls that will be used to ensure full compliance with all performance objectives and standards. Describe the methods to be used to document, measure, control and improve the quality processes. State whether these processes and controls are ISO 9001 compliant or, if not compliant, document procedures that describe the manner in which they are equivalent. Describe the plan for training employees in the quality processes.
- f. Recurring Work Schedule. Develop a single sample schedule of recurring work required to provide all on-going services to meet performance objectives and standards.
- g. Schedule Changes. Describe the management indicators the offeror will monitor to determine if/when there is a need to adjust the recurring work schedule.
- h. Management Information System (MIS). Describe the MIS that the offeror will use in controlling work. The system(s) must be compatible with existing Government MIS (e.g., NMCI programs) and afford the Government access to the data.
- i. Purchasing System. Describe the purchasing system that will be used to obtain vendor supplies/services.
- j. Phase-In and Phase-Out plans. Include for each plan: a schedule for all key events; personnel actions and responsibilities regarding employees at all levels; acquisition, delivery, storage, inventory and disposal of equipment, working stock, and materials (to include inbound items as applicable); solicitation, award and termination of subcontracts; phase-in and phase-out of subcontracted services.
- k. Safety and Security. Describe procedures to ensure compliance with OSHA, environmental, safety and security requirements. Include a summary of the anticipated safety plan.
- l. Government Furnished Property. Describe processes for management and control of Government furnished facilities, equipment, and materials (if applicable), including documentation, and control of records.

**Add the following to Past Performance Factor:** For the risks identified in Component (3) of Factor A: Technical Approach/Methods above, the offeror shall indicate where its specific risk mitigation approach has been previously employed, and how this method avoided/corrected performance problems and challenges. The Government will use this information as one means to determine whether past performance information is relevant.

Sample technical questions are located with each annex and sub-annex to aid in evaluating and negotiating proposals.

The following special provision shall also be included in Section L:

**TECHNICAL PROPOSAL CERTIFICATION (New Date Pending NFAS Approval)**

Contractor is required to certify in writing on page 1 of proposal the following:

Name of Offeror: \_\_\_\_\_ warrants that its proposal (of date or other identifier) \_\_\_\_\_ incorporated herein by reference, including, but not limited to, proposed approaches, staffing, methodology, or work plans, will meet the performance objectives set forth in this contract during the execution thereof. The contractor is not excused from meeting such performance objectives in the event such proposal proves inadequate as conceived or executed to meet such performance objectives. The contractor understands that it bears all of the cost and performance risk associated with adopting acceptable additional (and/or alternative) means or methods of meeting the performance objectives.

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## **2. Template Availability**

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The local Engineering Field Division (EFD) will provide Template documents and training; however, only certain annexes and sub-annexes are available for use in developing a solicitation. For a listing of available templates or additional assistance using the Template, consult your local EFD